Consistent Answers

Release 1.0 Pilot Approach Document

(Supplement to Release 1.0 Detailed Design)

DRAFT

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1.0   INTRODUCTION

The objectives of the Release 1.0 pilot are as follows:

- Test centralized menu and scripting with sample of calls in production environment
- Test deployment processes (e.g., training, on-site support)
- Ensure critical call center and customer metrics are not negatively impacted
- Optimize default call routing rules prior to full implementation

2.0   RELEASE 1.0 MILESTONES

Several Release 1.0 milestones must be met prior to starting the pilot:

- Place Network (MCI) Order *(April 12, 2002)*
- Finalize Requirements and Obtain Sign-Off *(April 19, 2002)*
- Finalize Deployment Plan and Obtain Sign-Off *(April 19,2002)*
- Finalize Detailed Design and Obtain Sign-Off *(April 25, 2002)*
    - Single 800 Number Capability
    - Scripting
    - Routing
    - Reporting
- Complete Functional Routing Development and Unit Testing *(May 17, 2002)*
- Complete System Testing *(May 27, 2002)*
- Complete CSR Job Aid and Obtain Sign-Off *(May 22, 2002)*
- Complete CSR Training for Pilot Participants Only *(May 31, 2002)*
- Pilot *(June 3 – June 28)*
- Planned Go-Live Date *(July 8)*

3.0   PILOT SAMPLE SIZE

A power analysis (statistical technique used to make sample size determinations) was conducted to determine a representative pilot sample size, assuming FSA handles a total of 16 million calls per year. Using a confidence interval of ±2.5%, and a confidence level of 99%, the required sample of weekly calls for the pilot is 2,662 (**approximately 10% of all incoming calls**).

4.0   PILOT DURATION

Call volumes and routing patterns vary by hour, day, week, and month. Moreover, FSA campaigns and publication schedules impact call volumes and routing patterns. To address these complexities and capture a representative sample, the pilot is scheduled to last for **a minimum of one month** and to take place during a period when **call volumes are average or above average**.

5.0   AREA CODE SELECTION

Caller area codes will be the basis for inclusion in the pilot. In other words, a representative set of area codes will be identified that constitute approximately 10% of the caller population. There are two primary reasons why area codes will be used to identify pilot participants (as opposed to randomly allocating 10% of incoming calls to the pilot):

- Incoming calls can only be percent allocated once in the network. The Release 1.0 routing design already requires percent allocation for the processing of the current business call flows; therefore, this technique cannot additionally be used to identify pilot participants. (example: Loan Servicing uses a percent allocator on their inbound 800 number, we can not allocate 10% of the calls to the prompter on this number and then allocate to each of the two locations after that point)
- Repeat callers will always hear the same initial prompts if area codes are used as the basis for routing.

5.1 Analysis Details

Existing call volumes were analyzed by area code to identify the pilot sample. Two methods were used. The first method applied to AFSA centers, which had an MCI application called *Interact.* This product allowed for call volume analysis by area code. The second method was used by NCS and EDS centers, neither of which had *Interact.* Instead, one full month of FSA billing data (which included customer area codes) was used to identify the pilot sample.

Operating Partner	Annual Volumes	Targeted Weekly Pilot Volumes	Area Code Identification Method	Area Codes to be Included in Pilot
AFSA	6.4 million	12,300	Interact Analysis	Decision in May
NCS – FSAIC	6.8 million	13,100	Billing Analysis	Decision in May
NCS – DCSIC	1.2 million	2,300	Billing Analysis	Decision in May
EDS	1.6 million	3,100	Billing Analysis	Decision in May

6.0   CSR PILOT PARTICIPANTS

6.1 Selecting CSR Pilot Participants

AFSA, NDS, and EDS will be responsible for identifying Customer Service Representatives (CSRs) who will participate in the pilot. CSRs with varying degrees of proficiency and years of experience should be selected to ensure a representative pilot sample.

Overall, **15% of all CSRs** will undergo pilot training and receive certification. The percentage of CSRs to be pilot-certified at each center should correspond to that center's volumes as follows:

Not all of the call center locations will be participating in the pilot. From AFSA, only the Bakersfield, CA location will participate. EDS and NCS will have all of their respective locations participate in the pilot.

Important note: Although 15% of all CSRs will be pilot-certified, only approximately 10% of all calls will be routed to the pilot groups. Not all certified agents will take pilot calls each day. Additional certified CSRs are needed to control for absenteeism, vacation, attrition, or unforeseen circumstances.

6.2 Training and Pilot Certification

The Release 1.0 training team will work with Operating Partners to develop a Job Aid for CSRs. The final Job Aid will be available in mid-May for review, and sign off is required by May 22, 2002.

Topics to be addressed in the Job Aid include, but are not limited to:

- High-Level Overview of Consistent Answers
- Release 1.0 Changes: What's in the New Functional Routing Application?
- Diagnosing a Call: Knowing When and Where to Transfer
- New Procedures for Call Transfers (e.g., warm handoffs vs. sending to the queue; transfer codes)

It is important that pilot training be conducted during the scheduled period (May 23 – May 30) and not sooner, to avoid training "going stale."

Each CSR who completes the Job Aid successfully will be considered "pilot certified."

6.3 Managing Pilot Queues

AFSA, NDS, and EDS will be responsible for setting up and managing pilot queues at participating call centers. It is the responsibility of these Operating Partners to determine the number of certified CSRs who will log into the pilot queues each day. Care should be taken to balance force and load (e.g., Operating Partners should ensure that Service Levels are similar for pilot and non-pilot queues).

7.0   PILOT CALL ROUTING APPROACH

7.1 Routing a Call to the iBasis Platform

When a caller dials one of the targeted toll free numbers from the tested area codes, they will be directed through the Public Switched Telephone Network (PSTN) to the MCI ECR platform. This call will then be activated in the MCI ECR application so the Takeback and Transfer feature is enabled and directed through to the iBasis IVR platform. The figure below shows the flow of an inbound call to the iBasis platform.

Figure 7.1A Inbound Call to iBasis Platform
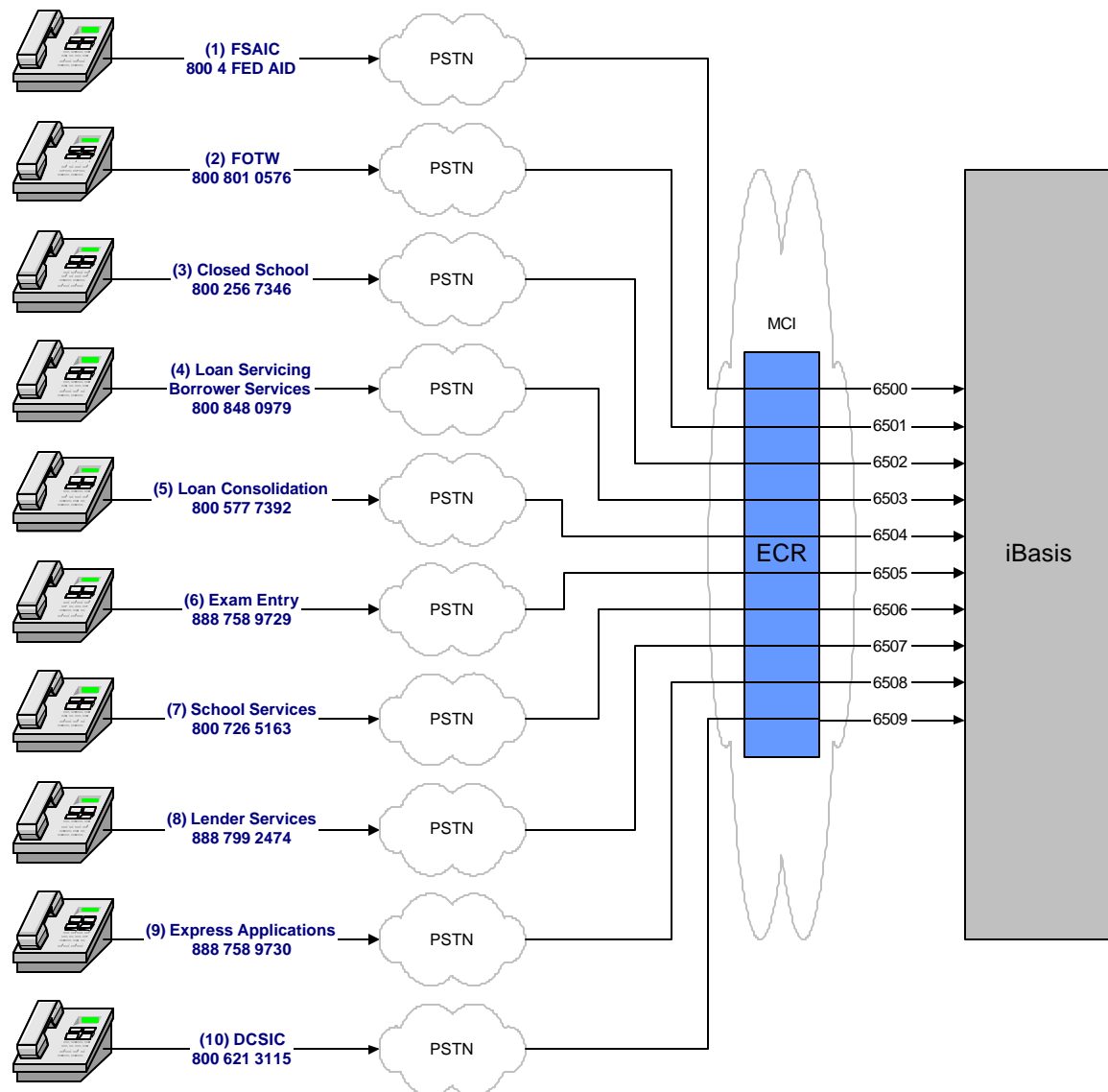
The following table documents all of the inbound numbers and how they will map to the iBasis prompter.

Figure 7.1B Inbound Number Table to iBasis

Inbound Call	To	Hidden 800 Number	Assigned DNIS	Comments
800 433 3243	MCI ECR	N/A	iBasis VA 6500	800 4 FED AID to iBasis
800 801 0576	MCI ECR	N/A	iBasis VA 6501	FOTW to iBasis
800 256 7346	MCI ECR	N/A	iBasis VA 6502	Closed Schools to iBasis
800 848 0979	MCI ECR	N/A	iBasis VA 6503	LS to iBasis
800 557 7392	MCI ECR	N/A	iBasis VA 6504	LC to iBasis
888 758 9729	MCI ECR	N/A	iBasis VA 6505	Exam Entry to iBasis
800 726 5163	MCI ECR	N/A	iBasis VA 6506	School Services to iBasis
888 799 2474	MCI ECR	N/A	iBasis VA 6507	Lender Services to iBasis
888 758 9730	MCI ECR	N/A	iBasis VA 6508	Express Application to iBasis
800 621 3115	MCI ECR	N/A	iBasis VA 6509	DCSIC to iBasis
MCI ECR	iBasis	800 555 0001		Hidden 800 # to Connect existing #s

7.2 Routing a Call from iBasis to the Call Center

Once the call is in the iBasis IVR platform, the functional routing application will identify the call type using three pieces of information:

- Inbound DNIS (Dialed Number Identification Service)
- Language Selection (English or Spanish)
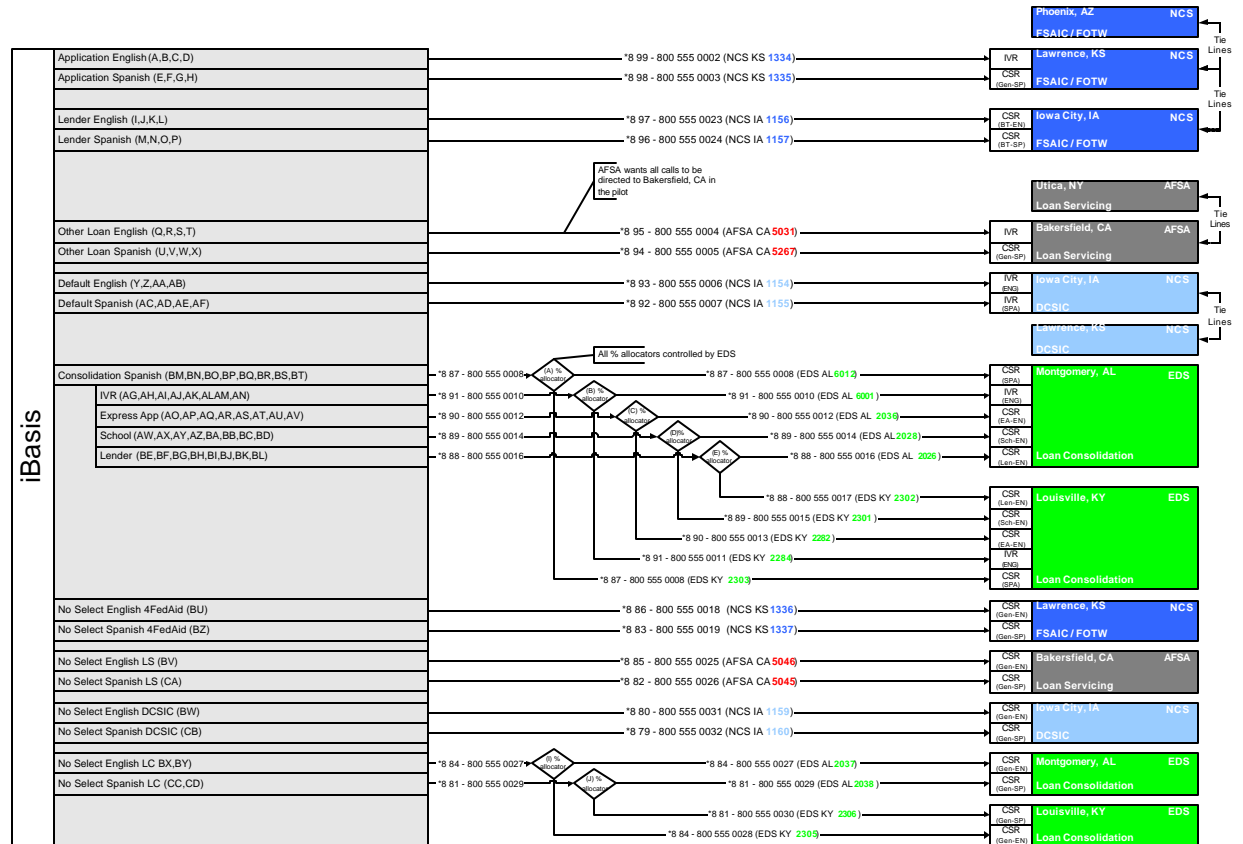- Menu Option Selected (from the functional routing options)

The call type will determine the end destination. To reach the end destination, the application will perform the following steps:

(1) The call will then dial an outbound code (*8 + 2 digit speed dial number)
(2) The code will alert the MCI ECR platform to take the call back to the network and transfer it to the appropriate call center

The figure below shows how call types will be assigned to the call and how the *8 code and associated routing logic will be used to deliver the calls to the center:

Figure 7.2 Call Types and Routing Logic

Call Type	*8 Code Routing	Destination
		Phoenix, AZ — NCS — FSAIC / FOTW
Application English (A,B,C,D)	*8 99 - 800 555 0002 (NCS KS 1334)	IVR — Lawrence, KS — NCS
Application Spanish (E,F,G,H)	*8 98 - 800 555 0003 (NCS KS 1335)	CSR (Gen-SP) — FSAIC / FOTW
Lender English (I,J,K,L)	*8 97 - 800 555 0023 (NCS IA 1156)	CSR (BT-EN) — Iowa City, IA — NCS
Lender Spanish (M,N,O,P)	*8 96 - 800 555 0024 (NCS IA 1157)	CSR (BT-SP) — FSAIC / FOTW
AFSA wants all calls to be directed to Bakersfield, CA in the pilot		Utica, NY — AFSA — Loan Servicing
Other Loan English (Q,R,S,T)	*8 95 - 800 555 0004 (AFSA CA 5031)	IVR — Bakersfield, CA — AFSA
Other Loan Spanish (U,V,W,X)	*8 94 - 800 555 0005 (AFSA CA 5267)	CSR (Gen-SP) — Loan Servicing
Default English (Y,Z,AA,AB)	*8 93 - 800 555 0006 (NCS IA 1154)	IVR (ENG) — Iowa City, IA — NCS
Default Spanish (AC,AD,AE,AF)	*8 92 - 800 555 0007 (NCS IA 1155)	IVR (SPA) — DCSIC
		Lawrence, KS — NCS — DCSIC
Consolidation Spanish (BM,BN,BO,BP,BQ,BR,BS,BT)	*8 87 - 800 555 0008	*8 87 - 800 555 0008 (EDS AL 6012) — CSR (SPA) — Montgomery, AL — EDS
IVR (AG,AH,AI,AJ,AK,ALAM,AN)	*8 91 - 800 555 0010	*8 91 - 800 555 0010 (EDS AL 6001) — IVR (ENG)
Express App (AO,AP,AQ,AR,AS,AT,AU,AV)	*8 90 - 800 555 0012	*8 90 - 800 555 0012 (EDS AL 2036) — CSR (EA-EN)
School (AW,AX,AY,AZ,BA,BB,BC,BD)	*8 89 - 800 555 0014	*8 89 - 800 555 0014 (EDS AL 2028) — CSR (Sch-EN)
Lender (BE,BF,BG,BH,BI,BJ,BK,BL)	*8 88 - 800 555 0016	*8 88 - 800 555 0016 (EDS AL 2026) — CSR (Len-EN) — Loan Consolidation
		*8 88 - 800 555 0017 (EDS KY 2302) — CSR (Len-EN) — Louisville, KY — EDS
		*8 89 - 800 555 0015 (EDS KY 2301) — CSR (Sch-EN)
		*8 90 - 800 555 0013 (EDS KY 2282) — CSR (EA-EN)
		*8 91 - 800 555 0011 (EDS KY 2284) — IVR (ENG)
		*8 87 - 800 555 0008 (EDS KY 2303) — CSR (SPA) — Loan Consolidation
No Select English 4FedAid (BU)	*8 86 - 800 555 0018 (NCS KS 1336)	CSR (Gen-EN) — Lawrence, KS — NCS
No Select Spanish 4FedAid (BZ)	*8 83 - 800 555 0019 (NCS KS 1337)	CSR (Gen-SP) — FSAIC / FOTW
No Select English LS (BV)	*8 85 - 800 555 0025 (AFSA CA 5046)	CSR (Gen-EN) — Bakersfield, CA — AFSA
No Select Spanish LS (CA)	*8 82 - 800 555 0026 (AFSA CA 5045)	CSR (Gen-SP) — Loan Servicing
No Select English DCSIC (BW)	*8 80 - 800 555 0031 (NCS IA 1159)	CSR (Gen-EN) — Iowa City, IA — NCS
No Select Spanish DCSIC (CB)	*8 79 - 800 555 0032 (NCS IA 1160)	CSR (Gen-SP) — DCSIC
No Select English LC BX,BY)	*8 84 - 800 555 0027	*8 84 - 800 555 0027 (EDS AL 2037) — CSR (Gen-EN) — Montgomery, AL — EDS
No Select Spanish LC (CC,CD)	*8 81 - 800 555 0029	*8 81 - 800 555 0029 (EDS AL 2038) — CSR (Gen-SP) — Loan Consolidation
		*8 81 - 800 555 0030 (EDS KY 2306) — CSR (Gen-SP) — Louisville, KY — EDS
		*8 84 - 800 555 0028 (EDS KY 2305) — CSR (Gen-EN) — Loan Consolidation

All % allocators controlled by EDS

iBasis

The following table is an example of how the TNT code is assigned to the call during the routing logic. For the full pilot call type assignment table, please reference the Detailed Design Document for Release 1.0.

Figure 7.2B Inbound Number Table to iBasis

|	Inbound DNIS	Language	Option Selected	Sub Menu	ID	TNT Code
1			APPLICATION	N/A	A	*8 99
2				IVR	AG	*8 91
3				IVR	AH	*8 91
4				EXPRESS APP	AO	*8 90
5			CONSOLIDATION	EXPRESS APP	AP	*8 90
6		English		SCHOOL	AW	*8 89
7				SCHOOL	AX	*8 89
8				LENDER	BE	*8 88
9	800 433 3243			LENDER	BF	*8 88
10	800 801 0576		DEFAULT	N/A	Y	*8 93
11	800 256 7346		LENDER	N/A	I	*8 97
12			NO SELECTION	N/A	BU	*8 86
13			OTHER LOAN	N/A	Q	*8 95
14			APPLICATION	N/A	E	*8 98
15			CONSOLIDATION	ALL SUB TYPES	BM	*8 87
16				ALL SUB TYPES	BN	*8 87
17		Spanish	DEFAULT	N/A	AC	*8 92
18			LENDER	N/A	M	*8 96
19			NO SELECTION	N/A	BZ	*8 83
20			OTHER LOAN	N/A	U	*8 94

7.3 Routing a Call as a Warm Transfer

If a caller needs to speak with a representative from another call center, the caller will **not** have to hang up and call another number. Each of the call centers will be enabled to perform a warm transfer on the call using the TNT feature.

A warm transfer is defined as the capability to move a call from one center to another. During the transfer, the CSR will remain on the line until the caller has been properly transitioned the other representative.

The diagram below shows how warm transfers will occur between FSAIC and the other centers.

Figure 7.3A (3) Call Center to Call Center as a Warm Transfer
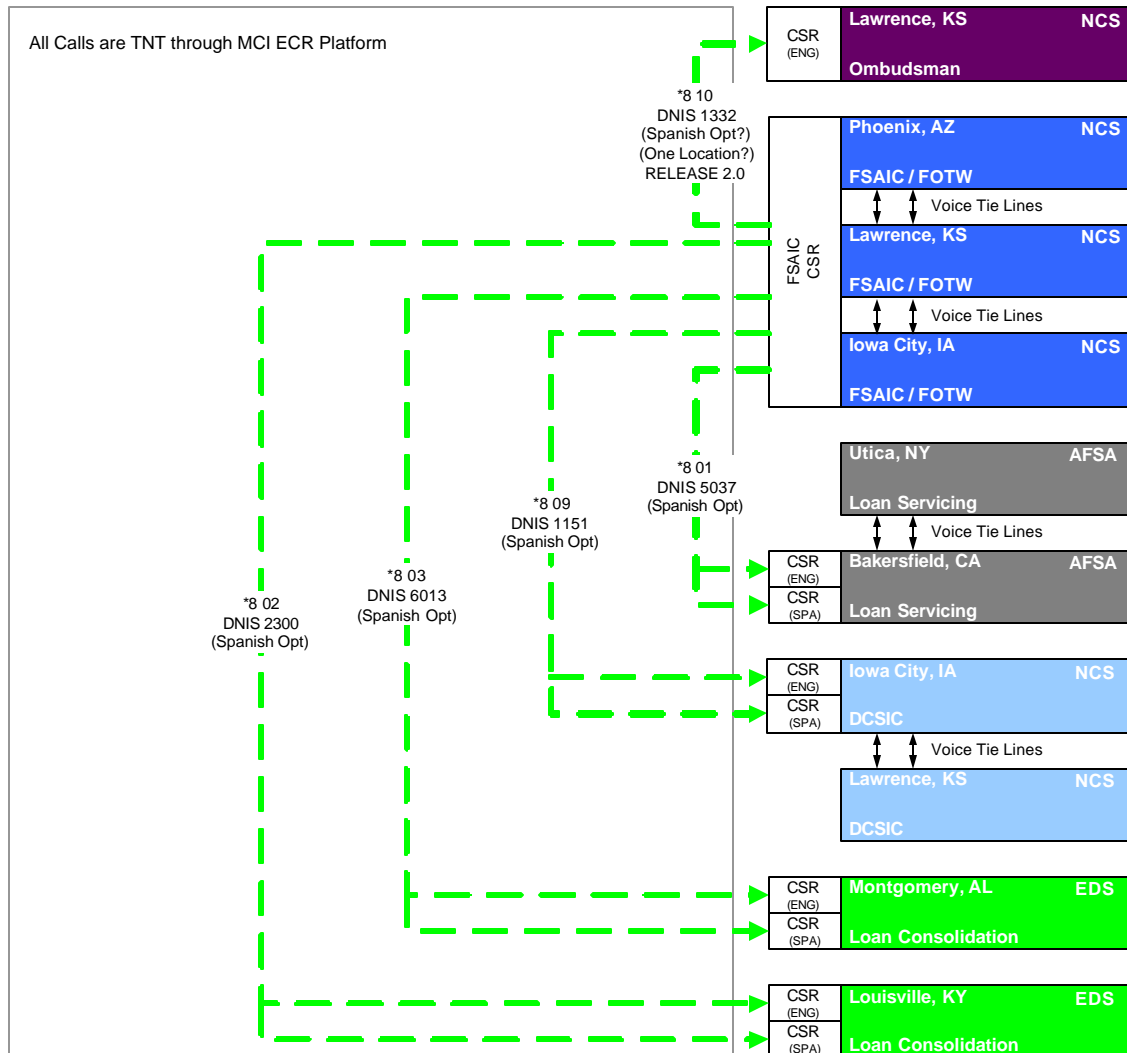
The following table is the call centers and the associated Takeback and Transfer codes that a CSR will use to perform warm transfers.

Figure 7.3B Warm Handoff Table

From	To	Hidden 800 Number	TNT Code	Comments
Any Call Center	LS CSR (NY)	800 848 0979	*8 01	Warm Handoff to LS
Any Call Center	LC CSR (KY)	866 420 6089	*8 02	Warm Handoff to LC (KY)
Any Call Center	LC CSR (AL)	334 206 6001	*8 03	Warm Handoff to LC (AL)
Any Call Center	LS - Sch CSR (NY)	866 331 4631	*8 04	Warm Handoff to LS - Sch
Any Call Center	LO CSR (KY)	866 331 4634	*8 05	Warm Handoff to LO
Any Call Center	Pell	866 331 4646	*8 06	Warm Handoff to Pell
Any Call Center	COD	866 331 4648	*8 07	Warm Handoff to COD
Any Call Center	FSAIC	800 555 0047	*8 08	Warm Handoff to FSAIC
Any Call Center	DCSIC	800 555 0048	*8 09	Warm Handoff to DCSIC
Any Call Center	OMB	800 555 0049	*8 10	Warm Handoff to Ombudsman

8.0   PILOT METRICS

Throughout the pilot, the following metrics will be compiled and analyzed on a daily and weekly basis:

Pilot Metric	Definition	Pilot Collection Frequency	Source
Service Level	Percentage of calls answered in 20 seconds or less (FSA Goal: 80/20)	Daily and weekly (beginning week prior to pilot)	Avaya CMS Reporting (from each call center)
Average Speed of Answer	Customer wait time (in seconds) prior to being connected to initial menu	Daily and weekly (beginning week prior to pilot)	Avaya CMS Reporting (from each call center)
System Availability	Functional Routing Availability and Takeback and Transfer (TNT) Success Rate	Daily and weekly (beginning week prior to pilot)	iBasis (Functional Routing Availability) and MCI (TNT Success Rate)
Caller Error	Percentage of callers who use the wrong 800 number or select the wrong menu option, and must be transferred	Daily and weekly (beginning week prior to pilot)	Various reports from iBasis platform, MCI ECR application, and call center PBX reports
No Selection	Percentage of callers who use new 1-800-4-FED-AID number and select no option	Daily and weekly (beginning week prior to pilot)	iBasis reports

9.0 BASELINE VALIDATION

For most metrics, baseline values represent the average of 6-12 months of recent data. During the pilot, data will be expected to fall within one standard deviation of the baseline mean (unless otherwise noted).

Data collection will begin one week prior to the pilot (May 27-May 31). Comparing expected and actual data during this week will validate the baseline. If a data value for a given metric falls **within one standard deviation** of the baseline, the baseline will be considered valid. If a data value for a given metric falls **more than one standard deviation** from the baseline, the margin of error surrounding the baseline will be increased accordingly prior to the pilot.

Two metrics (System Availability and No Selection) are new and will not be collected until the Release 1.0 pilot begins. In lieu of a baseline, specific targets were set for these two metrics.

10.0 PILOT CHECKPOINTS

Each of the first three Fridays during the pilot (June 7, June 14, and June 21) will be considered pilot Checkpoints. At every Checkpoint, one week's worth of metrics will be aggregated and analyzed.

For metrics with baseline values (i.e., Service Level, Average Speed of Answer, Caller Error, and Congressional Escalations), pilot Checkpoint data will be compared to:

- Expected value (baseline average ± one standard deviation)
- Control group value (non-pilot average ± one standard deviation)

If any metric is less favorable compared to **both** of the above values, a root cause analysis will immediately be performed and changes will be implemented as needed. If only one value falls outside the expected range for a given metric, no formal action is required.

For new metrics without baseline values (i.e., System Availability and No Selection), pilot Checkpoint data will be compared to the pre-defined target.

The baseline values and pilot goals for each metric are as follows:

Pilot Metric	Baseline	Pilot Goal(s)
Service Level	To be provided by May 15	▪ No statistically significant difference (± one standard deviation) compared to baseline; **AND** ▪ No statistically significant difference (± one standard deviation) compared to non-pilot control group
Average Speed of Answer	To be provided by May 15	▪ No statistically significant difference (± one standard deviation) compared to baseline; **AND** ▪ No statistically significant difference (± one standard deviation) compared to non-pilot control group
System Availability	N/A (new metric)	▪ Functional Routing Availability will exceed 98.5%; **AND** ▪ TNT Success Rate will exceed 98.5%
Caller Error	To be provided by May 15	▪ No statistically significant difference (± one standard deviation) compared to baseline; **AND** ▪ No statistically significant difference (± one standard deviation) compared to non-pilot control group
No Selection	N/A (new metric)	▪ Up to 10% of callers will make no selection; ▪ Of these, 55% (± one standard deviation) will use old 800 number (call can be routed accordingly)

On the Monday following each Checkpoint (June 10, June 17, and June 24) a Pilot Metrics Report will be distributed that summarizes the findings of the previous week's Checkpoint analysis.

11.0 GO/NO-GO DECISION

Data from the first four days of the final week of the pilot (June 24 – June 27) will be aggregated and analyzed.

For metrics with baseline values (i.e., Service Level, Average Speed of Answer, Caller Error, and Congressional Escalations), Go/No-Go data will be compared to:

- Expected value (baseline average ± one standard deviation)
- Control group value (non-pilot average ± one standard deviation)

If any of these metrics is less favorable compared to **both** of the above values, a recommendation will be made to the Steering Committee and the Release 1.0 executive team that a No-Go decision is made on June 28. If only one value falls outside the expected range for a given metric, a No-Go decision is not warranted.

For new metrics without baseline values (i.e., System Availability and No Selection), Go/No-Go data will be compared to the pre-defined target (see section 12.0 for pilot goals).

All metrics must meet pilot goals in order for a Go recommendation to be made.

The Steering Committee and the Release 1.0 executive team will meet on Friday, June 28 to review the Go/No-Go recommendation and make a final decision.

If a No-Go decision is made, the pilot will continue and data will be analyzed on a weekly basis until results are more favorable.

12.0 ON-SITE SUPPORT DURING PILOT

Two full-time Mod Partner resources will travel to participating call centers throughout the pilot. Their primary responsibilities include:

- Collect baseline validation data (May 27-May 31)
- Host team-lead kickoff meeting (June 3)
- Answer pilot participant questions
- Host CSR focus groups (June 6 and June 20)
- Listen to/observe at least 20 calls per day and record data
- Compile call center ACD reports as required for pilot
- Collect all other data required from Operating Partners for Checkpoints and Go/No-Go Decision
- Prepare and distribute weekly Pilot Metrics Report

13.0 PILOT SCHEDULE

Monday	Tuesday	Wednesday	Thursday	Friday
			May 23 CSR TRAINING	May 24 CSR TRAINING
May 27 CSR TRAINING *Baseline Data Validation*	May 28 CSR TRAINING	May 29 CSR TRAINING	May 30 CSR TRAINING	May 31 CSR TRAINING Training Complete
June 3 PILOT WEEK 1 Team Lead Kick-Off Meeting	June 4 PILOT WEEK 1	June 5 PILOT WEEK 1	June 6 PILOT WEEK 1 CSR Focus Group	June 7 PILOT WEEK 1 Pilot Checkpoint
June 10 PILOT WEEK 2 Metrics Report	June 11 PILOT WEEK 2	June 12 PILOT WEEK 2	June 13 PILOT WEEK 2	June 14 PILOT WEEK 2 Pilot Checkpoint
June 17 PILOT WEEK 3 Metrics Report	June 18 PILOT WEEK 3	June 19 PILOT WEEK 3	June 20 PILOT WEEK 3 CSR Focus Group	June 21 PILOT WEEK 3 Pilot Checkpoint
June 24 PILOT WEEK 4 Metrics Report	June 25 PILOT WEEK 4	June 26 PILOT WEEK 4	June 27 PILOT WEEK 4	June 28 **GO/NO-GO DECISION**
July 1 **PLANNED GO-LIVE DATE**				